
Appendix 2A
List of Documents Reviewed

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- Department of Licensing, *Award for Quality and Performance Application*, May 2003.
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- Department of Licensing Customer Service Center, *Driver Services Service Level Agreement Performance Report*, July 2004.
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- Department of Licensing Downtown Seattle LSO, *Office Minutes/Meeting Record*, August 19, 2004.
- Department of Licensing Driver Services, *Monthly Report -Workload Model*, July 2004.
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- *State of Washington Manager Development and Performance Plans* (Performance Agreements with the Assistant Director), Peter Teets, 11/03-11/04, Craig Nelson, 8/03-11/04, Bob Rossow, 9/03-9/04.
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Vehicle Services Documents

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- Department of Licensing Vehicle Services, *Service Level Agreement (SLA) Data* (Call Center), 2003-2004 (through July).
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- Department of Licensing Information Services Division, *CIO Briefing Agenda*.
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- Department of Licensing Administrative Services, *Strategic Goals, Strategies and Performance Measures*, (Balanced Scorecard), 2004.
- Department of Licensing Customer Service Center, *Agent Performance Report*, Year to date August 2004.
- Department of Licensing Customer Service Center, *Absenteeism System/Reports*, September 2004.
- Department of Licensing Customer Service Center, *Combined Call Unit Costs*, July 2004.
- Department of Licensing Customer Service Center, *Combined Monthly Report*, August 2004.
- Department of Licensing Customer Service Center, *Manager Annual Goals*, 2004.
- Department of Licensing Customer Service Center, *Monthly Performance Reporting*, July 2004.
- Department of Licensing Customer Service Center, *Service Quality Scoring System/Reports*, August 2004.
- Department of Licensing Customer Service Center, *Service Level Agreement Driver Services*.
- Department of Licensing Customer Service Center, *Service Level Agreement Vehicle Services*
- Department of Licensing Customer Service Center, *Combined Monthly Report*, August 2004.
- Department of Licensing Customer Service Center, *Customer Service Issues 2004*, September 2004.
- Department of Licensing Administrative Services Division, *Unit Performance Tracking*, 2nd Quarter 2004.

State of Washington Documents

- Legislation Relevant to DEPARTMENT OF LICENSING Transportation Programs – Grouped by Agency Activity
All legislation is available at <http://www.leg.wa.gov/rcw>
 - Driver License Suspensions and Reinstatements, and Maintenance of Driver Records. Authority: Chapter 46.01, 46.20, 46.29, 46.52, 46.61 and 46.65 RCW.
 - Examining and Licensing Citizens to Operate Vehicles
Authority: RCW 46.01.030, 46.01.150, 46.01.040, and 46.25.
 - Providing Consumer Education and Protection from Identity Theft
Authority: RCW 46.01.030, 46.01.040
 - Providing Due Process for Drivers
Authority: RCW 46.01.030, Chapters 46.20, 46.29, and 46.65 RCW
 - Preparing Citizens to Operate Motor Vehicles Safely
Authority: RCW 46.82, RCW 46.01.040, 46.82.290, RCW 46.81A.020
 - Administration of Fuel Tax Collection and Motor Carrier Services
Authority: RCW 82.41, RCW 82.42, RCW 82.80
 - Administration of Regulatory Functions Involving Vehicles and Vessel Dealers and Manufacturers
Authority: RCW 46.16, RCW 46.55, RCW 46.76, RCW 46.79, RCW 46.80, RCE 46.93, RCW 46.96, RCW 88.02.
 - Administration of Vehicle and Vessel Title and Registration Services
Authority: RCW 19.118, RCW 35.95A, RCW 42.17, RCW 46.01, RCW 46.09, RCW 46.10, RCW 46.12, RCW 46.16, RCW 46.32, RCW 46.32, RCW 46.68, RCW 59.22, RCW 81.104, RCW 82.12, RCW 82.44, RCW 82.49, RCW 82.80, RCW 88.02.
- 44.75 RCW - *Transportation Audit Board*
<http://www.leg.wa.gov/RCW/index.cfm?fuseaction=chapterdigest&chapter=44.75>
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- *Agency Activity Inventory*
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- Legislative Evaluation and Accountability Program Committee, *Budget Tracking and Performance Measures website.* <http://leap.leg.wa.gov/leap/default.asp>
- *Memo to the Members of the Joint Legislative Audit and Review Committee from Representatives Alexander, Hunter, Jarrett, Rockefeller and JLARC Executive*

Committee Regarding Proposed Next Stage in JLARC's Performance & Outcome Measure Reviews, December 22, 2003. (Includes draft attachments: *Performance Measure Review: Performance Measure Inventory Instructions and Agency Questionnaire*.)

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<http://www.leg.wa.gov/wsladm/billinfo1/dspBillSummary.cfm?billnumber=6215>
- *Transportation Resource Manual*
<http://lrc.leg.wa.gov/manual03/default.htm>

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Appendix 2B
Interviewees and Structured Interview Guides

Interviewees

Office of the Director

Fred Stephens, Director

Jim Fellows, Deputy Director

Andrea Archer, Assistant Director Business and Professions (former Organizational Performance Director)

Reema Griffith, Executive Policy Analyst

Larry Dzieza, Budget and Program Support Director

Driver Services

Denise Movius, Assistant Director Driver Services

Craig Nelson, Administrator Hearings

Peter Teets, Driver Examining

Dan Schilter, District 5 Manager

Kathrain Brown, LSR 4 Supervisor Bothell LSO

Derek Mau, LSR 3 Supervisor Downtown Seattle LSO

Don Arlow, Budget and Planning Manager

Vehicle Services

Myke Gable, Assistant Director Vehicle Services

Dan Devoe, Administrator Dealer and Manufacturer Services

Deb McCurley, Administrator Title and Registration

Julie Wilson, Administrator Prorate and Fuel Tax, and Art Farley, Program Manager for Motor Carrier Services

Information Services

Bill Kehoe, CIO

Larry Weniger, Manager Vehicle Systems

Brian Alula, Manager Driver Systems

Administrative Services

Becky Loomis, Assistant Director Administrative Services

Alan Haight, Customer Call Center Manager

Cindy Cavenagh, Revenue Accounting Manager

Others

Juanita Wilson, Quality Consultant Business and Professions Division

Jerry Long, Legislative Analyst

Kim Johnson, Legislative Analyst

Candice Espeseth, Budget Division Director, Office of Financial Management

Lynn McGuire, Senior Budget Assistant to the Governor for Budget Operations, Office of Financial Management

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Department Director

History and Structure of DOL Strategic Planning and Performance Measurement

1. Briefly describe the history of DOL's strategic planning and performance management efforts.
2. What initiatives are currently underway to enhance the agency's strategic planning? Performance measurement? What steps (if any) does the agency plan to take to improve these in the near future?
3. What measures do you as Director monitor on a routine basis? Which are the most important to you?
4. How does DOL assess and measure customer satisfaction? Social outcomes?

Legislative Mandates

5. Do you believe that the legislature has established clear mandates for your organization? Are these communicated to you in a manner that allows you to measure and report performance against these mandates?
6. How do legislative mandates influence your planning and measurement efforts?

Licensing Business Review (LBR)

7. Describe the LBR process. Why did you institute the process? From your point of view, what are the benefits from/drawbacks to the LBR process?

Statewide Agency Activity Inventory

8. Did you directly participate in developing the DOL portion of the Statewide Agency Activity Inventory? What was this agency's involvement?
9. How does the Agency Activity Inventory relate to the Department's strategic plan?

Governor's Performance Agreement

10. How was the Governor's Performance Agreement developed? How do you use it internally? What is its relationship (if any) to the Statewide Activity Inventory and DOL's strategic plan?

Budget

11. How is the budget linked/tied to the Strategic Plan or the Statewide Agency Activity Report?

General

12. Nationally, who are the agency's peers in driver and vehicle licensing services? Who would you consider to be a leader in performance management?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Deputy Director

History and Structure of DOL Strategic Planning and Performance Measurement

1. Briefly describe the history of DOL's strategic planning and performance management efforts.
2. What initiatives are currently underway to enhance the agency's strategic planning? Performance measurement? What steps (if any) does the agency plan to take to improve these in the near future?
3. What measures do you as Director monitor on a routine basis? Which are the most important to you?
4. How does DOL assess and measure customer satisfaction? Social outcomes?

Legislative Mandates

5. Do you believe that the legislature has established clear mandates for your organization? Are these communicated to you in a manner that allows you to measure and report performance against these mandates?
6. How do legislative mandates influence your planning and measurement efforts?

Licensing Business Review (LBR)

7. Describe the LBR process. Why did you institute the process? From your point of view, what are the benefits from/drawbacks to the LBR process?

Statewide Agency Activity Inventory

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9. How does the Agency Activity Inventory relate to the Department's strategic plan?

Governor's Performance Agreement

10. How was the Governor's Performance Agreement developed? How do you use it internally? What is its relationship (if any) to the Statewide Activity Inventory and DOL's strategic plan?

Budget

11. How is the budget linked/tied to the Strategic Plan or the Statewide Agency Activity Report?

General

12. Nationally, who are the agency's peers in driver and vehicle licensing services? Who would you consider to be a leader in performance management?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Assistant Directors – Vehicle Services, Driver Services

Overview

1. Briefly describe the key programs in your division.
2. From your point of view, what are the primary objectives for your division?
3. What are the biggest issues or challenges facing your division today?

Division Strategic Planning and Performance Measurement

4. What has been your division's involvement in the agency's overall strategic planning effort? In performance management initiatives?
5. Did you or your division participate in developing the DOL portion of the Statewide Agency Activity Inventory? What was the level of that participation?
6. Are you familiar with the Governor's Performance Agreement? Are you or someone in your Division responsible for contributing to that report? Do you see the report? Use it?

Use of Performance Measures

7. What measures do you monitor on a routine basis? Which are most important to you? How do you use measures to manage?
8. How do program managers report operational performance to you? What kinds of management reports do you receive from them? Do these reports meet your needs? What improvements would you like to make?
9. What levels of your organization use performance measures as part of their daily management practices?
10. Have you or are you planning to implement any changes to performance measurement/management in your division?
11. How does your division assess and measure customer satisfaction? Social outcomes?

Licensing Business Review (LBR)

12. How were the goals reported in the LBR identified?
13. How were the measures reported in the LBR selected? Who is responsible for collecting and reporting the measurement data?
14. From your point of view, what are the benefits from/drawbacks to the LBR process?

General

15. Nationally, who are the agency's peers in driver and vehicle licensing services? Who would you consider to be a leader in performance management?
16. Who should we use as a contact to get information from the AAMVA?

Drivers Services

17. Briefly describe the Licensing Service Workload Model. Are you planning an update to that study and/or data? If so, when?

Vehicle Services

18. Does the division maintain information about customer wait times and costs per transactions at the sub-agent level?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Assistant Director – Information Services

Overview

1. Briefly describe the key programs in your division.
2. From your point of view, what are the primary objectives for your division?
3. What are the biggest issues or challenges facing your division today?

Division Strategic Planning and Performance Measurement

4. What has been your division's involvement in the agency's overall strategic planning effort? In performance management initiatives?
5. Do you have an Information Services Strategic Plan? How does it relate to the Department's Strategic Plan?
6. Did you or your division participate in developing the DOL portion of the Statewide Agency Activity Inventory? What was the level of that participation?
7. Are you familiar with the Governor's Performance Agreement? Are you or someone in your Division responsible for contributing to that report? Do you see the report? Use it?

Use of Performance Measures

8. What measures do you monitor on a routine basis? Which are most important to you? How do you use measures to manage?
9. How do program managers report operational performance to you? What kinds of management reports do you receive from them? Do these reports meet your needs? What improvements would you like to make?
10. What levels of your organization use performance measures as part of their daily management practices?
11. Have you or are you planning to implement any changes to performance measurement/management in your division?
12. How does your division assess and measure customer satisfaction? Social outcomes?

Licensing Business Review (LBR)

13. How were the goals reported in the LBR identified?
14. How were the measures reported in the LBR selected? Who is responsible for collecting and reporting the measurement data?
15. From your point of view, what are the benefits from/drawbacks to the LBR process?

Applications and Performance Data

16. What are the major production applications at DOL? Where is the majority of the agency's performance measurement data housed? Who has ownership of this data? How most performance reports developed?

17. Of the 14 projects listed in a recent agenda from the IS Project Review Committee, which do you believe are the most important and most likely to impact performance measurement?
18. Do you maintain cost per transaction data? Who is our best source for that information?

General

19. Nationally, who are the agency's peers in providing information services for driver and vehicle licensing? Who would you consider to be a leader in performance management?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Budget and Program Support Director

DOL's Strategic Planning and Performance Measurement

1. Briefly describe the history of DOL's strategic planning and performance management efforts as you understand them.
2. What initiatives are currently underway to enhance the agency's strategic planning? Performance measurement? What steps (if any) does the agency plan to take to improve these in the near future?
3. How does your office support strategic planning and/or performance measurement?

Legislative Mandates

4. Do you believe that the legislature has established clear mandates for DOL? Are these communicated to you in a manner that allows you to budget and report performance against these mandates?
5. How do legislative mandates influence the preparation of the budget and presentation of performance data?

Licensing Business Review (LBR)

6. Does your office assist in the preparation of divisional LBRs? From your point of view, what are the benefits from/drawbacks to the LBR process?

Statewide Agency Activity Inventory

7. Did you directly participate in developing the DOL portion of the Statewide Agency Activity Inventory? What was this agency's involvement?
8. How does the Agency Activity Inventory relate to the Department's budget?

Governor's Performance Agreement

9. Did you directly participate in the development of the Governor's Performance Agreement? What is its relationship (if any) to the Statewide Activity Inventory and DOL's strategic plan?

Budget

10. Briefly describe how performance data are used in the budgeting process and how they are reflected in budget documents.
11. How is the Department's budget linked to the Strategic Plan?

Sub-Agent Performance

12. Does the division maintain information about customer wait times and costs per transactions at the sub-agent level?
13. In general, how is business transacted through sub-agents compared with business transacted using other means?

General

14. Nationally, who are the agency's peers in driver and vehicle licensing services? Who would you consider to be a leader in performance management?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Assistant Director – Administrative Services

What role does your division play in the overall development of the Strategic Plan? In Performance Management?

What kind of performance data do you routinely collect and report that relates to Driver Services or Vehicle Services? (Accounting, Revenue, Other)

Describe the operations of the call center. What are the types of calls you handle? What kinds of data are available?

We understand that you are working on something called “Business Intelligence” and “Information Cubes”. Can you tell us what that means and where the project is headed?

**Washington TPAB Performance Measures Review
Department of Licensing
Interview Guide**

Section Supervisors – Vehicles and Drivers

General Strategic Planning and Performance Measurement

What has been your section's involvement in the agency's overall strategic planning effort?
In performance management initiatives?

Did you or your section participate in developing the DOL portion of the Statewide Agency Activity Inventory? What was the level of that participation?

Are you familiar with the Governor's Performance Agreement? Are you or someone in your section responsible for contributing to that report? Do you see the report? Use it?

Do you have a performance agreement with your superiors?

Are you familiar with the Licensing Business Review (LBR)? Do you or someone on your staff participate in creation of the LBR?

Use of Performance Measures

From your point of view, what are the primary objectives for your section?

What measures do you monitor on a routine basis? Which are most important to you? How do you use measures to manage? How long have you been using performance measures as a management tool? What motivated you to include measures as one of your management tools?

What measures do you routinely report to your superiors? How do your superiors use they measures? How much effort is involved in developing your performance reports?

What measures do you require your staff/supervisors to report to you? How do these fit into your management processes?

Do your supervisors and staff see the value of using performance measures?

In your opinion, what could be done help you and your section use performance measures as a management tool?

Specific Performance Measures

Discuss reports we have been given for the section.

Begin discussion of specific measures. Fine-tune definitions, understand sources, and identify a contact person for further information. May want to send out a list in advance of the interview so that they can be somewhat prepared to talk to us.

(Also begin asking about things that may not be measured, but that we believe should be.)